

Achievements

Snohomish County 

2009 Business Achievements Report



**Snohomish County
Executive Office**

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County Executive

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Dear Fellow Snohomish County Residents:

I am pleased to present to you the third Annual Business Achievements report from Snohomish County government.

Each year Snohomish County executive departments are instructed to identify key objectives for their business plans and set goals for their departments. This report is once again an opportunity to share with you the great things we are doing to improve the quality of life in Snohomish County.

During 2009, our economy officially receded into what is now has officially referred to as "The Great Recession." The economic situation during the past two years has presented us with many challenges, but more importantly, it has provided more opportunities to change the way we do business.

As revenues declined steeply, my departments made rapid adjustments to assure their ability to continue serving the residents of our County, to focus on providing basic services and to assist those most in need while continuing the work we have been doing since 2004 to improve efficiency and streamline processes.

Since many of our Snohomish County citizens have found themselves out of work, we are finding creative ways to maintain vital programs and continue to serve those in need. We have streamlined financial processes, focused on programs that get results and made technological improvements to increase efficiencies.

We also have been able to maintain and expand programs that help citizens down on their luck maintain their housing and get back on track to self-sufficiency. We also have been ahead of the curve in efforts to improve energy efficiency. Over the long-term, these efforts will save the County funds typically used to provide electricity to County buildings and allow them to be used toward providing better service to our citizens.

As your County Executive, I am proud of the work executive departments accomplished during 2009. We continue to promote families, educate our children, protect open space, reduce the vulnerability of those at risk and provide infrastructure to support planned growth.

I hope that you find this report informative and a testament to our commitment to making Snohomish County more sustainable and a better place to live, work and play.



Sincerely,

Aaron Reardon
County Executive

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Airport

Director: Dave Waggoner

The mission of the Snohomish County Airport, commonly called Paine Field, is to contribute to the region's economic vitality and quality of life by providing first-rate aviation and industrial services, operational facilities and interaction with our customers.

Objectives:

- Provide high quality aviation facilities, equipment and trained personnel to meet FAA standards and to provide a safe environment for aviation and the Airport's tenants
- Protect and enhance the public ownership of the airfield and commercial/industrial assets of Paine Field. Respond to customer demand and enhance long-term revenues to fund the ongoing needs of the Airport

Overview of Programs and Services

Home to nearly 600 aircraft—including small, single-engine recreation aircraft, corporate jets and Boeing 747s—Paine Field is a place to conduct business as well as have fun.

The Airport's customers include Boeing, The Future of Flight Aviation Center and Boeing Tour, the Museum of Flight Restoration Center, Castle & Cooke Aviation, individual pilots, neighbors, the people of Snohomish County and a worldwide aviation community.

In addition to operating Snohomish County's Airport of Choice, Paine Field Airport employs full service maintenance, fire and operations staff to meet public safety requirements and Federal Aviation Administration (FAA) standards. The Airport's goal is to provide a safe environment for aviation, industry, employees and visitors.

As a Snohomish County enterprise fund project, the Airport is a self-supporting department and does not receive local tax dollars. The Airport manages more than 1,250 acres with three runways, 325 hangar tenants and 70 commercial/industrial tenants. Airport related jobs total more than 35,000. Airfield operations, facility maintenance and upgrades, debt service, new development and other operating costs are funded by nearly \$12 million in operating revenues each year.

Achievements

Provide high-quality aviation facilities, equipment and trained personnel to meet FAA standards and to provide a safe environment for aviation and the Airport's tenants

- **Completion and opening of a new aircraft rescue and firefighting station (ARFF).** In August 2009, the Airport completed construction of and began operations at a new Aircraft Rescue and Firefighting Station. The \$6 million facility was built with funds secured from the FAA and has resulted in fire fighting efficiencies, improved runway access and improved response time in addition to a safe living environment for firefighters on staff.
- **Received rating of "Excellent With No Discrepancies" from the FAA's Annual Part 139 Safety Inspection program.** This annual three-day inspection and report card from the FAA is the primary measure of Paine Field's readiness to provide safe operations for transport aircraft such as those flown by Boeing and Aviation Technical Services customers.

Airport

- **Completed airfield upgrades and runway improvements.** In 2009, the Airport received \$11 million from the FAA in an American Reinvestment and Recovery Act (ARRA) economic stimulus program grant to repave the main runway and the south half of Taxiway Alpha. In addition, \$11 million was received from the FAA in Airport Improvement Program (AIP) grants to re-pave the north half of Taxiway Alpha in 2009, reconstruct the Taxiway Alpha South gate in 2010 and construct a taxiway and parking area in 2008/2009 to facilitate large aircraft access to the north-west aviation center.

Protect and enhance the public ownership of the airfield and commercial/ industrial assets of Paine Field. Respond to customer demand and enhance long-term revenues to fund the ongoing needs of the Airport.

- **Key partner with the Aerospace Futures Alliance and Edmonds Community College to develop the Washington Aerospace Research and Training Center.** In 2009, the Airport worked with the Executive Office, Aerospace Futures Alliance and Edmonds Community College to find and lease building space for conversion into a unique training facility for aerospace jobs. The project is a unique public/private partnership designed to train the workers the aerospace industry needs today, and provide hands-on experience. Classes are anticipated to begin in April 2010.
- **Inter-local Partnerships:** The first In-Lieu-Fee stream mitigation transaction in Washington State was negotiated with WA Fish & Wildlife for approval of advance mitigation prior to impacts to four-seasonal, non-fish bearing Airport streams. An Inter-local Agreement between the County and City of Mukilteo was approved regarding stream mitigation in Japanese Gulch Creek for the Airport with installation of the stream ||mitigation anticipated in 2010.

Other Achievements

- **NW Chapter of American Association of Airport Executives Award of Appreciation: Dave Waggoner, Airport Director.**

Emergency Management

Director: John Pennington

The mission of the Snohomish County Department of Emergency Management (DEM) is to develop disaster-resistant communities within the County.

DEM seeks to ensure that a comprehensive emergency management program is implemented and conducted in Snohomish County for the protection of human life, property, the environment and the region's economic health.

The department provides a leadership role in facilitating and coordinating a regional approach to emergency planning in Snohomish County.

Objectives:

- Minimize the effects of disasters on people, property and the environment
- Exceed industry standards with our ability to mitigate prior to a disaster, coordinate an effective response during disasters and successfully transition DEM into the recovery phase following a disaster

Overview of Programs and Services

The Department of Emergency Management (DEM)—through organized analysis, planning, decision making, and assigning of resources—helps prevent, prepare for, respond to and recover from the effects of hazards in our region.

The department provides a leadership role in facilitating and coordinating a regional approach to emergency planning in Snohomish County, guidance and coordination in the planning, mitigation, response and recovery efforts of its member cities and the County before, during and after an emergency or disaster.

In addition DEM acquires, allocates and coordinates the appropriate resources in response to emergencies or disasters.

Achievements

- **Effectively coordinated emergency response during a major snow-storm and severe flooding event.** In late December 2008 and early January 2009 the department responded to a major snowstorm event and severe flooding. Both events resulted in Presidential Disaster declarations and required activation of the County's Debris Management Plan. In addition, extensive coordination with other County departments and cities was required.
- **Successfully initiated development of a Unified Command group to assist the Snohomish Health District in response to H1N1 pandemic flu.** In late April 2009, Snohomish County had the first confirmed case of H1N1 influenza in Washington State. While Health Officials were predicting a possible pandemic, Snohomish County DEM was actively coordinating a Unified Command group of public health, government and school officials, medical experts and others to prepare for and manage the pending epidemic. With the Snohomish Health District as the lead decision maker, DEM utilized its call center, MyStateUSA and social media technology, in coordination with the Executive Office, to inform and educate the public on how to protect themselves from H1N1, who was at risk and what to do if one suspected the virus.

Through early coordination and aggressive, pro-active public education efforts, Snohomish County effectively managed the first global pandemic in a generation.

Emergency Mgmt.

- **Led the effort to develop Continuity of Operations plans for all County Departments.** All County Departments have final draft plans in place to sustain essential functions if normal operations are not feasible after a disaster or other event. The COOP presents a management framework, establishes operational procedures and guides the restoration of the County's functions.
- **Developed and conducted a tabletop exercise for members of the Superior and Juvenile Court offices.** In 2009, the department developed and conducted a tabletop exercise for members of the Superior and Juvenile Court offices to test their knowledge of their COOP plans. The exercise will also be used by other County departments and offices. Results of the exercises will be used to make improvements to existing plans and procedures.
- **Revitalized the Department's Volunteer Program to ensure adequate staffing during emergencies.** In 2009, the department filled the position of Volunteer Coordinator to increase recruitment, utilization and retention of volunteers. By the end of 2009, the Volunteer Coordinator successfully recruited and trained 18 new volunteers, completed composition of a volunteer handbook, recruited and trained 41 Medical Reserve Corps (MRC) volunteers and utilized 152 MRC volunteers in various capacities during the height of the County's H1N1 response.
- **Partnered with the National Disaster Medical System to develop patient handling/evacuation capability at Paine Field.** In 2009, DEM partnered with the National Disaster Medical System and other county, state and federal officials to develop patient handling/evacuation capabilities at Paine Field. The Airport can now be used by the federal government to relocate large numbers of evacuees on short notice. Currently, Paine Field and McChord Air Force Base are the only two airfields in Washington State with this certification.
- **Received formal approval and acceptance of the County's Comprehensive Emergency Management Plan.** The Comprehensive Emergency Management Plan (CEMP) was formally approved by the County Executive and accepted by Washington State Emergency Management Division (EMD). The CEMP is the framework for how Snohomish County will operate in a disaster event.
- **Conducted several Incident Command System (ICS) training session.** In 2008, DEM staff conducted several (ICS) training sessions for emergency management volunteers and professionals to train them in National Incident Management System principles.

Emergency Mgmt.

- **Provided Citizen Emergency Response Team (CERT) training to members of the public.** Citizen Emergency Response Team (CERT) training was also conducted for citizens to provide them with information and personal preparedness skills they can use during and after disasters.
- **Conducted and/or participated in emergency management drills.** The Department conducted or participated in at least four exercises or drills with other emergency management partners to test plans, policies and procedures. After-action information was used to update policies and procedures for the future.

Other Achievements

- **Awarded funds from the Urban Area Security Initiative (UASI).** DEM successfully obtained approximately \$2 million from the FFY-09 UASI grant. Funding will facilitate the purchase of communications equipment for law enforcement, fire service and other first responders, the facilitation of structural collapse/heavy rescue training with Urban Area Fire Department partners, a public warning system for the City of Sultan and further development of citizen preparedness materials.

Facilities Management

Director: Mark Thunberg

The Snohomish County Facilities Management Department provides inter-departmental support to County government in the areas of building maintenance, construction and facilities planning, parking, property management and purchasing. The purpose of the department is to provide quality facilities to other County departments by supporting the management and maintenance, planning, and safety of buildings, grounds and other major county assets.

Objectives:

- Finalize a funding and project plan to implement energy saving measures in the operation and management of County facilities
- Improve and enhance facilities operational values by soliciting customer feedback and establishing better lines of communications with customers
- Adjust and optimize use of campus office space to meet the changing needs and available fiscal resources of the County without sacrificing operational efficiencies

(continued)

Overview of Programs and Services

Facilities' diverse team of professionals provides accessible, efficient, safe and secure County facilities and properties. Through strategic planning and performance, Facilities works in a cooperative effort to enable its clients to provide effective services.

The department strives to provide a safe, clean and comfortable working environment for all employees and public who use county buildings and to ensure that the long-range plans for building improvements and upgrades are accomplished.

Achievements

Finalize a funding and project plan to implement energy saving measures in the operation and management of County facilities

- **Received grant funding to implement energy savings infrastructure in high use County facilities.** Funds were secured from a federal EECBG (Energy Efficiency and Conservation Block Grant) program and from general obligation bonds in 2009 to implement a major energy savings infrastructure in most-used County facilities.

Improve and enhance facilities operational values by soliciting customer feedback and establishing better lines of communications with customers

- **Facilities held information sessions with County departments.** In 2008, Facilities held information sessions with County departments to provide an overview of services we offer and an annual customer service survey was implemented to solicit performance service feedback and suggestions for improvement.

Optimize use of campus office space and furniture to meet the changing needs and available fiscal resources of the County without sacrificing operational efficiencies

- **Reconfigured and consolidated campus office space for Public Works and Planning and Development Services (PDS) to optimize available work space allowing for the relocation of Human Services staff back from the Bank of Everett building.**
- **Reconfigured office space to meet the needs of the employees of the County Council and Prosecuting Attorney on the 8th Floor of the Robert J. Drewel building.**

Facilities Mgmt.

- Implement and streamline new work practices to improve facilities maintenance operations
- Simplify the process of selling surplus personal property for maximum value to the County

Implement and streamline new work practices to improve facilities maintenance operations

- **Streamlined supply inventory practices to including automatic restocking for frequently used supplies.** In 2008, Facilities streamlined inventory practices by partnering with Grainger to automatically restock 70% of our most commonly used supplies, freeing up work time for technicians with other projects.

Simplify the process of selling surplus personal property for maximum value to the County

- **Entered into an agreement with an auction contractor to simplify the process of removing and selling County surplus property by online auction, clearing out County warehouse areas of excess stock.**

Other Achievements

- **Completed roof replacement on the Carnegie Building.**
- **Finalized the due diligence report on the Emergency Operations Center site acquisition.**
- **Complied with Council's request for an annual office space plan.**
- **Coordinated the successful transition from the use of vouchers to ORCA cards for the Employee Commute Trip Reduction program.**
- **Managed the transfer of applicable properties as part of the 2009 Marysville annexation in coordination with the Parks, PDS and Public Works departments.**
- **Purchasing worked with the office supply contractor to replace national brand supply products with equivalent quality generic office supplies, when available, to reduce county-wide supply costs.**
- **Initiated a supplier/county department coordinated campaign to consolidate office supply small orders resulting in a 32% reduction in small orders.** In addition, this change has saved staff time and reduced duplication of efforts.

Finance

Director: Roger Neumaier

The Snohomish County Finance Department manages Snohomish County's accounting, budget and risk management services. Our job is to manage corporate resources in a manner that protects and maximizes corporate resources while minimizing business risks.

Finance strives to provide excellent and low-cost service to other County departments so that they can effectively focus upon delivering services that respond to the public's priorities.

Objectives:

- Timely and accurate financial information that is efficiently produced
- Compliance with accounting standards, fiscal management policies, laws and regulations
- Provide budget development, management, fiscal analysis, projections and models to ensure fiscal integrity for Snohomish County
- Minimize liability and workers' compensation losses through safety training and risk awareness

Overview of Programs and Services

The Finance Department is organized into three primary divisions: budget, accounting and risk management. Major tasks of the department include: preparation of annual operating and capital budgets, preparation of financial reports, economic analysis of annexations and incorporations, County debt management and bonding, securing insurance coverage and processing claims and losses.

Achievements

Timely and accurate financial information that is efficiently produced

- **Partnered with DIS to provide an automated timekeeping system to the Auditor, Clerk and DIS. Expectation is that the new system will result in significant time savings and increased accuracy within those departments/offices.**
- **Created programming in the payroll system to accommodate furloughs and wage reductions.**
- **Facilitated the creation of a county-wide grants committee.** Finance identified a need for county-wide grants coordination and facilitated the creation of a county-wide grants committee. This group is expected to pool resources and improve processes and compliance related to grant applications and contract requirements.
- **Began process of information coordination for fixed asset reporting.** Finance partnered with several departments to begin the process of obtaining a system for fixed asset reporting. Expectation is a more comprehensive system that meets the needs of multiple users and provides increased accuracy of county-wide information.

Compliance with accounting standards, fiscal management policies, laws and regulations

- **Finance received a clean audit opinion for 2008 financial statements.**

Provide Budget Development, management, fiscal analysis, projections and models to ensure fiscal integrity for Snohomish County

- **Streamlined 2010 budget development process.** In 2009, Finance significantly streamlined the 2010 budget development process so efforts could be focused on improving the efficiencies of services provided to residents in spite of an environment of declining resources.

Finance

Minimize liability and workers' compensation losses through safety training and risk awareness

- **2009 workers' compensation claims were reduced by 17%.**
- **152 county employees were successfully trained in First Aid/CPR/AED.**

Human Resources

Director: Bridget Clawson

Snohomish County Human Resources (HR) Department provides consulting services and leadership in the management of the County's human resources. Professionals in this department form partnerships with managers and employees in human resource strategy formulation and execution, problem solving and internal communication.

Objectives:

- Provide employees with legally required training
- Improve health and reduce medical health insurance through a comprehensive wellness program for employees, retirees and families
- Provide ongoing labor and employee relations consulting services

Overview of Programs and Services

Human Resources is responsible for providing:

- Personnel services for all County employees
- Objective employee recruiting and selection
- Employee relations, safety training, classification, compensation, benefits, civil service administration and collective bargaining issues

Achievements

Provide employees with legally required training

- **Continuous Learning Center:** The delivery mechanism for all of Human Resources training is called "The Continuous Learning Center" (CLC). From that platform, Human Resources provides training in legally required drug-free workplace and mandatory referral training, training in deferred compensation and how it works, Retirement (PERS) training, training on how to interview properly for a promotion (required in our AFSCME Master Agreement), several supervisory skill development trainings and wellness skills.

The Continuous Learning Center has several methods of providing training: in-person classroom style, e-learning, self study, one-on-one coaching, the resource library, and a blended approach using two or more of these methods.

- 144 in-person classes offered and 3,558 employees completed
- E-Learning, 821 classes offered and 312 students completed
- Self-Study/Resource Library open to all employees in a library lending format

- **Provided numerous trainings for supervisors and employees in order to comply with Snohomish County Code for a drug-free workplace and "Disability Accommodation in Employment Guidelines."** Training conducted include:

- Your Step-by-Step Guide to Disability Accommodations. A requirement for a supervisors and managers, this training informs supervisors of Snohomish County guidelines in providing reasonable accommodation in accordance with federal and state laws. In 2009, HR facilitated, coordinated and managed two sessions resulting in the training of 34 supervisors and managers.
- Workplace Investigations. A course offered to all supervisors and managers, workplace investigation training increases supervisor's

Human Resources

confidence and ability to recognize and handle situations requiring investigations. During 2009, one session was held with 15 supervisors and managers.

- Family and Medical Leave Act (FMLA). In 2009, HR designed and built a customized FMLA e-learning course for supervisors and managers. The course is blending with a classroom method to provide learning through technology and in-person facilitation. Overall, four classes were offered with 29 supervisors and managers completing the course.
- Applying for a County Job: Employment Application and Interviewing Tips. This course is offered to all Snohomish County employees and provides attendees with the tools to effectively apply for Snohomish County jobs and conduct a successful interview. Attendees learn how to apply useful tools, resources and tips provided to effectively apply for Snohomish County job openings. Human Resources facilitated, coordinated and managed three sessions and trained 31 employees.
- **Provided E-Learning opportunities to all employees. In 2009, 52% of County employees logged into the e-learning system with more than 800 courses completed.** The most frequently completed courses were: Time Management, Conducting Performance Reviews and Microsoft Office 2007–New Features.
- **Developed new e-learning courses to fit Snohomish County specific staff training needs.** In 2009 Human Resources introduced the use of the authoring tool from ElementK, our e-learning vendor. The authoring tool provides the county with the ability to create customized content quickly and cost effectively. Courses designed and published in 2009 include: FMLA Overview, Service Desk and Help Desk Services, Illicit Connection Training for Public Works Employees (this course is required by the National Pollution Discharge Elimination System Municipal Stormwater Permit) and Workplace Violence Prevention Safety and Health Guidelines. Nearly 350 employees completed these specialized courses in 2009.

Improve health and reduce medical health insurance through a comprehensive wellness program for employees, retirees and families

- **Offered health-risk assessments, biometric screenings and health coaching for “high-risk” employees (as identified through a third-party health screening firm).**

“Partners for Health” is a long-term strategy designed to empower employees, retirees and their families to develop their personal dimensions of wellness and make lifestyle decisions that promote optimal health.

Human Resources

The program has been a success, inspiring vitality and providing a strategy to offset the rising cost of healthcare in the form of medical benefit premiums. In 2009;

- 1,038 (50%) County employees participated in annual health screenings, an increase of 7.7% over 2008 participation.
- 793 employees completed a Wellness Action Task. Wellness Action Tasks asked employees to engage in new and healthy behavior for 2009.
- 925 employees, retirees and families received flu vaccinations through “Beat the Bug,” HR’s onsite voluntary vaccination program.
- Offered 144 wellness classes with 3,558 employees attending. Human Resources offered 22 different class workshops on various wellness topics including Nutrition to Boast Your Brain, Cooking for One, Exercise Your Way to a Better You, Gentle Yoga, Help I Need a Better Night’s Sleep, Kitchen Medicine, Eating on A Budget, Maximize Your Energy, On the Right Snack Track and Workplace Stress.
- Financial Wellness Classes: Human Resources also provides and/or facilitates regular Financial Wellness classes for employees. Thirty Financial Wellness classes were offered and a total of 420 employees attended. Workshop topics included Retirement: Withdrawing from Plan 3, Countdown to Retirement, Digging Up Dollars—Reducing Debt, How to Manage Your Investment Risk, Women and Retirement.

Provide ongoing labor and employee relations consultative services

- **Human Resources response to critical employee and labor relations issues exceeded goals.** Human Resources goal is to respond to critical employee and labor-relations issues within two business days. In 2009, the department responded to a majority of cases within one business day and did not exceed the two-day goal.

Other Achievements

- **On-Boarding Project:** In fall of 2008, the Human Resources Department was awarded a \$25,000 HR Innovation Grant through the International Public Management Association (IPMA) and CPS Human Resource Services to develop a comprehensive Web-based on-boarding program.

In 2009, the Human Resources team developed an on-boarding program that includes the development of a Web-based on-boarding site, a Web-based manager checklist and tool kit, and a revamping of the New Employee Orientation program. Our goal is to use technology and

Human Resources

innovation to automate process and enhance engagement with new employees. The new employee Web site focuses on processes before an employee's first day on the job, in addition to being utilized as a recruitment and retention tool for prospective applicants and current employees. These endeavors led to a revamping of our new employee orientation program to add aspects of engagement and socialization for the new employee coming to Snohomish County. The new Web-based on-boarding site received 4,546 visits in 2009.

The county's new employee Web site provides:

- 24/7 online access to accurate benefits information before an employment offer, allowing new employees to complete benefits enrollment sooner;
 - Links to the county's Diversity Council Web page;
 - Improved productivity through access to more work resources on the start date;
 - Better community engagement through transparency of government.
- **The Human Resources Department was invited to conduct presentations of our new Web based on-boarding program at the following professional meetings:**
 - International Public Management Association Conference in September 2009.
 - Society of Human Resources Management Local Chapter meeting in November 2009.
 - WAPELRA Winter Program in November 2009.
 - **Awards:** Received the 2009 Washington Public Employees Labor Relations Association (WAPELRA) Pacesetter Award for On-Boarding Project/Program

Human Services

Director: Ken Stark

The mission of Snohomish County Human Services is to help all persons meet their basic needs, develop their potential and build community. Composed of eight divisions, Human Services facilitates programs that provide assistance to vulnerable populations within Snohomish County. Those include veterans assistance, weatherization for low-income households, an early childhood education program for low-income families and employment and community support programs for persons with developmental disabilities and their families.

Objectives:

Alcohol & Other Drugs

- Increase the chemical-dependency treatment completion rate to 52%
- Decrease the number of impaired drivers on Snohomish County roads
- Increase quality community-relevant substance-abuse prevention programming with a Best or Promising Practice ranking ratio of greater than 50%

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Overview of Programs and Services

The Department of Human Services is composed of eight divisions, consisting of Administration; Alcohol and Other Drugs; Case Management; Community Action Partnership; Community Mental Health; Developmental Disabilities; Housing; Homelessness and Community Development; and Long-Term Aging, in addition to administering the WSU extension program, a partnership of the United States Department of Agriculture, Washington State University and Snohomish County.

Achievements

► *Alcohol and Other Drugs Treatment*

Alcohol & Other Drugs provides management of alcohol and drug treatment services for indigent and low-income alcoholics and addicts, provides substance abuse prevention services, and provides residents with direct information services on Driving Under the Influence through victim panels, school assemblies, driver's education classes and outreach at the Evergreen State Fair.

- **Increased the chemical-dependency treatment completion rate to 63.8%.** In 2009, 1,842 adults received chemical-dependency assessment and treatment services with a treatment completion rate of 63.8%, higher than state average of 55.5% and an improvement over the 2008 completion rate of 55%. Youth completion rates also increased significantly with 342 youth receiving assessment and treatment and a completion rate of 65.2%, significantly higher than the state average of 59%. Outcomes following treatment participation include higher wages and employment; fewer arrests and convictions; significantly fewer inpatient medical hospital admissions and emergency room visits; and increased cost savings to public systems following discharge.
- **DUI Victims Panels presented to 2,672 court-ordered individuals.** The goal of victim panels is to educate and increase awareness of the consequences of driving impaired in an effort to reduce repeat DUI offenders.
- **Reached 952 individuals with prevention programming and services.** Prevention programs included community mobilizing and mentoring, with 62% of programs nationally recognized as Best of Promising Practices. Such programs are scientifically proven to prevent early initiation and future abuse of illicit substances.

Human Services

Case Management

- Provide in-home and community-based personal care/supportive services that allow clients to remain safely in their own home and avoid unnecessary placement in a more expensive setting, such as a nursing home
- Prevent or delay the need for more extensive Medicaid-funded care by providing necessary respite from intensive, unpaid, care-giving responsibilities
- Maintain a network of contracted home-care service providers

Community Action

- Inform policy makers about the needs of the poor and vulnerable populations and the gaps in services available to them
- Provide leadership to explore various issues/opportunities affecting the county's most vulnerable populations (Financial Asset Development, Veterans Homeless & Housing, Veterans' Accessibility to Health Care, Corrections/ Human Services Collaboration—services to inmates to reduce recidivism)

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► Case Management

- **Facilitated in-home care for approximately 1,400 disabled adults.** By allowing these older and disabled adults to receive in-home care instead of being placed in Nursing Facilities more than \$5 million in Medicaid savings was realized monthly.
- **Respite Program services were provided to 81 unpaid caregivers.** Respite programs provide much needed relief to unpaid caregivers, which includes providing in-home care, Adult Day Health or Adult Day Care.
- **Utilized Tailored Care screening assessment tool for assessing respite service need.** In 2009, the Snohomish County Respite Program began utilizing the evidence-based, caregiver-centered Tailored Care screening and assessment tool when assessing a caregiver for respite services. This new tool is computerized, flexible and gathers comprehensive data regarding unpaid caregivers, including where they are in their care-giving journey and what services may be most beneficial.
- **Completed 1,452 background checks and monitored compliance for training completion of 1,345 in-home caregivers.** Eligibility of in-home caregivers hired directly by vulnerable or disabled adults is determined by successful criminal background checks for new caregivers and state-mandated training requirement completion.

► Community Action Partnership (CAP) Division

The Community Action Partnership division funds and supports a wide variety of programs and strategies that help individuals and families overcome the effects of poverty.

- **Informed policymakers about the needs and gaps in services.** Provided the Low Income Needs Assessment results and Executive Summary, and data from the North Sound 2-1-1 and Homeless Policy Task Force to eight policy makers and agencies locally, county-wide and state-wide.
- **Programs funded to lead to client movement on the Self Sufficiency Scales.** Contracted with agencies to provide services that address enhanced case management for emergency shelter/transitional housing clients, family law, and mental health counseling for clients at or below 125% of the Federal Poverty Level (FPL). In 2009, contractors enrolled 1,802 individuals (1,081 households): improved housing situation for 195 clients to safe and stable; improved circumstances for 412 clients through legal representation for family and civil law issues; improved family/work function for 103 clients after receiving mental health counseling; and improved financial understanding for 1,166 clients after participating in financial literacy classes or case management assistance, which includes 17,053 case management hours.

Human Services

- Make referrals to appropriate community-based agencies including food banks, drug and alcohol treatment services, energy assistance, WorkSource, emergency shelters, etc.

Developmental Disabilities

- Provide community employment services to developmentally disabled individuals (and family) referred by the state

Early Childhood Education & Assistance

- Contract with school districts, nonprofits and tribal units to provide ECEAP services

Housing, Homelessness & Community Development

- Increase housing resources for individuals/families of low to moderate income by increasing affordable housing stock within Snohomish County
- Provide supportive services specifically suited to address homeless individuals'/families' needs by increasing shelter and transitional housing services and by enhancing supportive services specifically tailored for meeting the needs of homeless individuals

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- **Subcontracted with North Sound 2-1-1 to provide referral services to appropriate community-based agencies.** This program maintains a database of health and human service providers in Snohomish County and the NW region of the State that citizens can access by dialing 2-1-1 and talking with an Information and Referral Specialist. In 2009, 71,307 referrals were given to 53,917 callers.

► *Developmental Disabilities*

The Developmental Disabilities division strives to provide individuals with disabilities and their families with services and resources that strive to meet the needs and promote activities, routines and relationships common to most citizens. The division's goal is to foster inclusive communities that support people with developmental disabilities to fully participate in and contribute to all aspects of community life.

- **Successfully transitioned 32 special-education graduates into supported employment services.** Each student and family received individualized service coordination and support to prepare for post-school services, including planning, Social Security benefits analysis, support in selection of a community service provider, and ongoing support services.
 - 15 graduates were employed prior to graduation, exceeding the Jobs by 21 grant target. This is considered the optimal performance outcome for transition services.
 - Working partnerships were established with 15 school districts in Snohomish County to explore future coordination of public funding and services on behalf of individuals and their families, to include educating families about post-school employment, early connection to funding sources, and changes to the transition system.
- **Provided access to employment services for adults with developmental disabilities.** In 2009, approximately 800 adults received access to employment services. Services provided include systems navigation training, planning and Social Security benefit analysis, support in selecting community service providers and ongoing long-term on-the-job support as needed. In addition to increasing self sufficiency and financial independence, community employment helps individuals become connected to other social opportunities in their community through relationships with non-disabled co-workers.

► *Early Childhood Education Program*

The Early Childhood Education and Assistance Program (ECEAP) helps low-income preschool children in Snohomish County succeed in the public education system by addressing the educational, health and social needs of the children while placing special emphasis on participation and support to the family.

Human Services

Long-Term Care

- Assign and supervise paid and volunteer Long Term Care (LTC) Ombudsman to nursing homes, boarding homes and adult family homes to improve quality of life and care of residents of these facilities through resolution of residents' complaints and concerns
- Provide information and assistance services to older individuals (age 60+) and their families, which offers timely and accurate service resource information to these persons to enable them to make appropriate use of those resources to maintain optimal quality of life

Mental Health & Involuntary Treatment

- Provide prompt evaluation and timely and appropriate treatment of persons with serious mental illness and/or chemical dependency
- Facilitate civil commitments when indicated for those individuals who are too ill to remain in the community independently
- Identify mentally ill jail inmates in need of transition services

(continued)

- **Contracted services for more than 900 children/families at 18 sites in 2008 and for approximately 1,125 children/families at 21 sites in 2009.** Services include Health and Nutrition (medical and dental exams, Basic Food and Nutrition Education Program (BFNEP), Health Care Institute (HCI) training) and Family Support Services (referrals and events to build health attachments and community connections):
 - Children made significant progress in cognitive and language development (based on the Creative Curriculum developmental continuum) and growth in social-emotional skills, including initiative, attachment and self-control (based on the Devereux Early Childhood Assessment).
 - Medical and dental exams were confirmed for 95% of enrolled children in 2008, and 99% in 2009.
 - Educated 250 families in Basic Food and Nutrition.
 - More than 300 families participated in 20 Health Care Institute training sessions in 2009.
 - ECEAP families received 5,494 referrals in 2008, and 9,386 referrals in 2009, to professionals to help the family progress toward individual and family goals.
 - Parent educational events drew in 2,800 family members in 2008 and with more than 500 family events in 2009, 16,175 family members participated.

► *Housing, Homelessness & Community Development*

Housing, Homelessness, and Community Development operates within Human Services and is responsible for administering, monitoring and supporting approximately \$25 million of federal, state and local funds annually.

- **Increased housing resources by allocating funds toward 460 affordable housing units.** Activities that increase housing resources and affordable housing stock include new construction, rehabilitation and acquisition.
- **Provided 43,620 units of support services, which are suited to homeless individual/family needs.** Supportive service units are funded through the local Ending Homelessness Program funds, which have dramatically enhanced the number of service units available to clients.

► *Long-Term Care and Aging*

The division of Long Term Care and Aging provides home-care management, initial and ongoing training to home-care workers, manages vendor contracts and enforces service standard compliance, manages the Family

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- Provide transition services to those identified inmates to include connection to ongoing treatment services

Project Self Sufficiency

- Collaborate with housing authorities to secure Section 8 housing certificates for PSS participants
- Provide case management services to develop plans for clients to achieve their goals, referrals to appropriate community resources, counseling, vouchers for emergency needs, and employment readiness

Veterans Services

- Meet with and assess eligibility and need of veterans requesting services

No objectives were defined in the 2009 Business Plan/Achievements for: Administration, Energy Assistance, Weatherization, or WSU Extension

Caregiver Program, helps Senior Centers deliver a full range of health and social services, and provides complaint services through the Regional Long Term Care Ombudsman.

- **LTC Ombudsman Resolution of Complaints/Concerns:** In 2009, of the 494 complaints or concerns raised, 383 were verified with 298 fully or partially resolved. In addition, 24 new volunteers were trained. In total, volunteers gave 5,529 hours of their time, made 2,611 visits to LTC facilities and conducted 15 program presentations.
- **Provided information and assistance referral information through the Aging Network Services to 32,714 callers.**

► *Mental Health & Involuntary Treatment*

The Mental Health & Involuntary Treatment Program provides for vocational rehabilitation, residential placement, community support and crisis response services to persons with mental illness of all ages.

- **Involuntary Treatment Act evaluations were provided to 4,772 individuals resulting in 736 detentions.** Detentions include a pilot project to evaluate individuals for detention based on chemical dependency (36 in 2008, 4 in 2009), which ended in May of 2009. ITA response time was within 2 hours 98% of the time.
- **Enrolled 132 inmates into the Jail Transition Services (JTS) program in 2008; 132 in 2009.** JTS connects inmates with Medicaid benefits and community case managers to facilitate engagement in mental health and related services upon discharge from the jail.
- **18 youth were linked to Jail Transition Services at Denney Juvenile Justice Center (DJJC).** A total of 18 youth were referred to this program and provided with coordination services to link them to on-going mental-health services upon their discharge.

► *Project Self Sufficiency*

Project Self-Sufficiency is a comprehensive program of human services that assists low-income parents in making the transition from welfare to self-sufficiency. Program participants learn life skills and receive assistance to help them become self-sufficient. The program requires a two-year participation commitment by enrolled individuals.

- **Coordinated housing vouchers for 50 new clients.** In 2009, the PSS staff reductions required a modification of the application process; the new streamlined process recruited 128 applicants in 2009, even though only 50 are selected annually.
- **Provided case management services for 42 clients to achieve their goals in 2009.**

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► *Veterans Assistance Program*

The Veterans Assistance Program provides limited emergency assistance to eligible veterans and their dependents in Snohomish County. The program:

- Provides emergency financial assistance for honorably discharged veterans, veterans' widows and qualified dependents.
 - Arranges for alcohol/drug assessment and treatment at a Veterans Administration Medical Center.
 - Provides outreach to veterans at home and in jail.
 - Assists veterans in filing for Veterans Administration benefits.
- **Presented information and assisted veterans in a variety of ways, including:**
 - 3,657 emergency vouchers to veterans in 2009.
 - Assisted 25 veterans with submitting claims for non-service-connected disabilities and service-connected pensions. Some of these veterans were chronically homeless, but due to their new benefits have found and can pay for their housing.
 - Began the Snohomish County Voucher Program (SnoVet) with eight families, which provides case management services to help veterans become self sufficient, including assistance with employment and/or enrolling in school.
 - Collaborated with Congressman Rick Larsen, Puget Sound Health Care System, Stanwood American Legion, Transportation Assistance Program Catholic Community Services and SnoTrac (Snohomish Transportation Coalition) to procure an additional van for transportation services for Disabled American Veterans. The new van, funded for four years, provides transportation to the new VA Health Clinic in Mt. Vernon and for grocery shopping and other basic needs.

Other Achievements

- **1,009 individuals received acute detoxification services.**
- **85 court-mandated youth and 101 of their parents/caregivers participated in the Way OUT program, which reduces recidivism for the youth in the legal system.**
- **Staff conducted 22 on-site monitoring reviews with providers of sub-contracted chemical-dependency services.**
- **Contracted with seven Family Support Centers (FSCs), that provide support for families by developing and nurturing stronger ties within the family and support systems within the community, including one Latino Center.** In 2009, the FSCs had 2,055 individual

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volunteers who provided 34,189 hours of labor, worth approximately \$696,419 (based on WA value of \$20.37/hr), which made events and activities available to the 30,406 visitors who came to the center for a total of 80,334 times.

- **Sponsored educational and informational opportunities for an average of 212 families/community members per month.** These training and educational forums assist families in becoming connected to other family members and generic resources in their home communities, increasing their independence and lessening the demand on public resources.
- **Family support services, for families where the parent has a developmental disability, were provided for an average of 17 families monthly in 2009.** This service keeps the families intact, assures health and safety of the children, coordinates social services, and supports the parents to become connected to neighbors and the community for broader support, which avoids more costly services that occur if the family is separated. Snohomish County was the only county, funded by the state, to provide this service, until the funding was terminated in June 2009.
- **Received federal stimulus funding to develop a new Early Head Start program, within the current Early Childhood Education and Assistance Program.** The County will receive \$2.45M to provide services to 82 infants, toddlers, and pregnant women in Marysville, Arlington, Granite Falls and Sultan. Early Head Start provides family-centered services for low-income families and is designed to promote child development and enable parents to fulfill their parental roles while moving toward self-sufficiency.
- **The annual Point in Time (PIT) count, held at the end of January, identified 2,369 homeless individuals.** 316 additional individuals from the County jail were identified as homeless, but not included in total numbers above. The PIT count is a significant indicator of the progress being made in terms of reducing homelessness in our community, and includes surveying individuals on the street, in emergency shelters and in transitional housing programs.
- **Expanded and strengthened the Family Caregiver Network and the services offered in Snohomish County:**
 - Improved public awareness of the Family Caregiver Program by distributing 2,000 newly designed brochures, promoting over 40 activities for over 100,000 citizens, and developing a Family Caregiver Directory of services.
 - Evaluated the effectiveness of the Family Caregiver Program using a Client Satisfaction Survey.

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- Developed and conducted Family Caregiver program outreach to targeted communities. These communities included, and were not limited to: non-traditional families, ethnic and Native American caregivers, and communities of faith. Regarding the latter Long Term Care & Aging sponsored a series of Alzheimer's/dementia presentation that were hosted by Faith Communities and reached 280 members of the community. In addition The Community of Faith Caregiver Kit was edited and printed the third quarter of 2009.
- **Completed a second successful year of operation of the Mobile Geriatric Dental Clinic. Services were provided to more than 70 Snohomish County seniors.**
- **The 5th Annual Ethnic Elder Resource Fair served more than 314 limited-English-speaking elders from eight different language groups.**
- **Collaborated with Workforce Development Council, Snohomish Health District, Senior Services of Snohomish County, and United Way to conduct forums on Aging Readiness.** In 2009, this collaboration conducted a forum on Healthy Aging and the Built Environment for All Ages. The forum drew approximately 100 leaders from the business community, building trades, local government, health care sector and non-profit community.
- **In 2009, provided 289 high-risk individuals who are not otherwise eligible for publicly funded mental-health services with time-limited case management and stabilization services.** During this year, we added two new service providers to the Short-term Case Management for Non-Medicaid clients program to increase the availability and amount of services that can be provided to the identified population.
- **Fiscal and contracting accomplishments:**
 - 537 contracts/amendments were processed in 2008, nearly equaling the amount processed in 2007 (544); while 718 were processed in 2009, a 34% increase over 2007.
 - 13,971 warrants were issued to vendors in 2008, totaling \$42,542,138 (a 21% increase in expenditures over the same period in 2007), and 13,678 warrants were issued to vendors in 2009, totaling \$44,118,796 (a 3.7% increase from 2008).
- **Served 8,564 households (over 25,692 individuals) with Energy Assistance, including 3,211 households that were “in crisis.”** The Weatherization program weatherized 319 homes in 2009, saving 590.15 tons of CO₂. The program completed a record 73 units in December 2009.

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- **Life Skills Education and Core Competency Development (interpersonal communication, goal-setting, resourcefulness, public speaking and leadership):** A study by Tufts University indicates that 4-H programs result in a 41% decreased engagement in problem behaviors.
 - 4-H Club Program engaged 560 volunteers and provided life skills development for more than 10,500 youth. Of these, 2,100 are in ongoing programs through community clubs and 478 are in after-school clubs. The remainder was in one time activities through special interest groups, day camp participants and school enrichment programs. 4-H families organized 153 community service events in 2009.
 - 4-H Summer camps were offered in 2009, some in collaboration with the County parks department, in robotics, sewing, technology, healthy foods and natural resources which provided 120 youth with experiential learning opportunities.
 - Youth Activities: In 2009, more than 2,000 youth activities were held throughout the year under the leadership of trained, enrolled volunteers. All program areas were expected to develop and work towards at least two goals directly related to essential elements of belonging, mastery, independence and generosity.
 - National Competitions: In 2009, more than 10 Snohomish County youth earned the right to participate in national competitions.
 - 4-H youth surveyed: 72% indicated 4-H had persuaded them to engage in leadership activities within their church, schools or other youth programs.
- **Healthy Behaviors: to lower the incidence of obesity and diabetes and improve sanitary practices.**
 - Food Sense in 2009 taught three groups of paroled offenders at Everett Community Justice Center a series of six lessons including topics such as menu planning, shopping skills, eating, keeping food safe, eating a variety of foods and food preparation.
 - Growing Groceries: The WSU Extension, the Early Childhood Education and Assistance Program (ECEAP) and several community groups have initiated a new collaboration to provide education and hands-on experience to low-income families in growing local fresh produce. Components include:
 - Growing Groceries workshop series provided monthly training support and a baseline of basic vegetable growing techniques to 44 Master Gardener and community mentor volunteers who will in turn mentor families/community groups in growing their own produce for home use and/or donation to local food banks.

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- Established 10 new community gardens through volunteer mentors which enabled local families and community groups to grow their own healthy produce at low cost.
- Established a pilot ECEAP family garden with 10 families in collaboration with Volunteers of America. Nutrition education and hands-on learning activities were incorporated. The goal is for families to replicate garden skills at home. Twenty families have committed for 2010.
- Approximately 78,000 pounds of fresh produce was donated to 8 local food banks, 16,000 pounds from community gardens and 62,000 pounds from a community farm collaborator.
- Growing Groceries Community Expo and Growing Groceries Community Conference: Developed and conducted the two community events in 2009 drawing 500 and 75 participants, respectively. These events provided information on starting family/school/community gardens.
- Planned program expansion bringing in new partners to increase the number of ECAEP sites, community gardens, food banks and farmers involved in 2010.

- **Education and Technical Assistance to Farms and Nurseries.**

- Farming Techniques: Developed and implemented two 12-week courses for beginning farmers on farming techniques, farm business management, and creating value-added products, which had 33 participants.
- Country Living Expo: In 2009 more than 675 people attended the Country Living Expo, which included 70 farming classes on a variety of topics (livestock husbandry, fence building, making apple cider, honey beekeeping, and engaged 4-H and Future Farmers of America (FFA) youth).
- Collaborated with the Economic Development Division and other farm organizations to develop the education sessions for more than 650 participants in 2009.
- Workshops and Tours: In 2009, developed and conducted 32 workshops and tours were with 644 participants. Topics included Beekeeping, raising livestock series, BioDynamic farming, Integrated Pest Management, marketing and food safety, soil testing and crops and propagation.
- Land & Water Policy Summit: The potential for finding common ground between agriculture and fisheries is great. Snohomish County like many local jurisdictions is working toward a balance of regulations, policy and voluntary programs to best protect and preserve

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prime farmlands and to protect and restore salmon habitat. In 2009 summit participants (90) had the chance to listen to case studies where successful farmland and habitat conservation policies have been developed and implemented with stakeholder support. Two major accomplishments: identified key issues, partners and strategies to move forward to successfully preserve the future of agriculture while enhancing fish recovery efforts and formed a Farming and Wetland Restoration Action Committee which involves key officials from farming, tribes and fisheries.

- **Education on Forest Stewardship, Puget Sound Health, Climate Change and Sustainability.**

- Forest and Salmon Stewards: Today's youth are increasingly disconnected from the natural world and "nature deficit disorder" has been identified as a growing concern. This phenomenon causes serious health problems related to inactivity as well as emotional and developmental problems from lack of confidence, direction and necessary life skills. It is imperative for youth to understand natural systems so that they can make good career choices and engaged policy decisions that will impact their quality of life.

- No Child Left Inside: Engaged 410 youth in five school districts by incorporating experiential, hands-on learning; tree stewardship; and field-based reforestation activities, to strengthen appreciation for the natural environment, learn actions and strategies for minimizing impact, and increase knowledge. Received instruction about forests, salmon habitat, hatcheries, watershed stewardship, beach etiquette, marine critters, native plants and ethno botany, boat building and general outdoor survival skills. Teachers reported back that 66.6% of youth had a notable knowledge gain.

- Forest and Salmon Stewards: More than 50% of Snohomish County is covered in forests. The "urban interface forests" that provide the protection for lowland habitat, wildlife and fish are owned primarily by Snohomish County families. A 2008 needs assessment showed that forest land owners want to learn skills to steward their land, while generating income to cover costs. County policies encourage the protection forests and open space to preserve a healthy environment. Activities included:

- Forest Stewardship Courses: In 2009, two courses were offered with 93 participants representing 58 ownerships and 2,236 acres. The hands-on course is designed to help forest landowners develop customized management solutions to meet their own unique ownership objectives, and keep forest land forested and managed in a manner that is healthy for trees, habitats and the economy.

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- Regional Forest Owners Field Day: In 2009, more than 300 people attended representing over 14,000 acres of forestland. Participants learned from recognized regional experts about 28 different management topics. Evaluations indicate that 86% of participants will implement new or different stewardship practices to support biodiversity and reduce fire and forest health risks.
- Advanced Forest Stewardship – Timber Management: Class was developed and conducted in 2009 with 35 participants attending the eight-week course. This more in-depth course teaches forest owners to plan for long term stewardship, delve deeper into key forest stewardship concepts and work with contractors to implement forest operations in an environmentally and economically sustainable way.
- Stewardship Topic Workshops: Conducted nine stand alone workshops with 322 participants in 2009. Topics included marine wildlife, forest ecology, native plants, natural resource careers and backyard wildlife.
- Beach Watchers and Shore Stewards: A 2009 assessment of Puget Sound health by the Puget Sound Partnership showed that the ecosystem continues to decline. A Snohomish County priority in improving salmon stocks and by implication fish habitat. Accomplishments included:
 - Hands-on education provided to 6,126 youth and 4,311 adults in 2009 in the classroom, on the beach and at seven community festivals. Topics included the state of Puget Sound, best management practices, crabber education, monitoring activities and stewardship projects.
 - Shore Stewards: Recruited and assisted 200 shoreline landowners who voluntarily improved their environmental impact by using 10 eco-friendly guidelines. A survey showed that program participants implemented at least four of the 10 Guidelines for Shoreline Living. They earned the title of Shore Stewards.
 - Collaboration: Partnered with Surface Water Management, the Marine Resources Committee and other agencies in restoration projects including: re-vegetation, creosote log removal, beach cleanup and spartina removal. In 2009 provided field workers and oversight on several research projects including monitoring baseline near shore physical conditions, marine water fecal coliform levels (with the Health District), marine debris, dead bird abundance and diversity and marine invasive species presence.

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— Climate Change:

- Climate and Energy Initiative: In 2009 developed a volunteer training curriculum on mitigating climate change, recruited 2 AmeriCorp volunteers to develop the Carbon Masters program, assisted in planning and implementation of the regional Climate Change 360 event at Seattle Center and participated in an Edmonds Community College climate Change awareness event. Outcomes: 21 volunteers were recruited and more than 500 citizens participated in events.
- Teacher workshop: A Global Connections and Sustainable Solutions workshop was developed and conducted in 2009. This workshop was developed for teachers, 25 attended, on engaging students in understanding climate change from multiple perspectives and empowering youth to create their own solutions. A 2010 workshop called Cool Schools was planned.

- **Education and Technical Assistance to Gardeners:** Extension offers best management practices education to home gardeners, landscape professionals and commercial nurseries.

— Master Gardeners:

- 449 clinic days were offered through 15 clinics located throughout the County
- Projects: In 2009, 345 Master Gardeners provided 20,192 hours in volunteer service on priority issues in the County. Projects included creating community gardens to support food banks, teaching plant stewardship in schools, managing demonstration gardens that show how to conserve water and reduce pesticide use; teaching rain garden classes that show how to create water filtration gardens that capture run-off and staffing community clinics to diagnose plant problems and give non-chemical control advice.

— Pesticide Safety Education: Collaborated with the State Department of Agriculture to provide monthly pesticide safety education and license testing to 500 farmers, nursery employees, landscapers, and pest control workers in Spanish and English.

— Rain Garden Program was initiated in 2009 to assist the County in meeting its new NPDES storm water pollution permit requirements. An interagency Rain Garden Coalition was formed, a public Web site was created setting a goal for the number of rain gardens and to provide how-to information to homeowners, volunteer outreach workers and professionals; and a Master Garden Rain Garden Mentor program was developed. Conducted five workshops with 72 participants.

Human Services

- Compost education and demonstration that encourages gardeners to recycle yard waste into soil-enhancing compost was provided at demonstration gardens and through community clinics and special events.
- **Volunteer Training:** Volunteers allow Extension to extend its program reach deep into the community; engage citizens in solving priority community issues and increase program efficiency while reducing cost of service.
 - 4-H: The EVOLVE Program was used to train 295 4-H volunteers in group facilitation, teaching methodologies, youth development, stress management and conflict management.
 - Livestock Advisors (LA): Implemented the Livestock Advisors program, empowering 92 volunteers in 2009 and training 15 new volunteers, in community outreach, animal husbandry, and ecologically-friendly waste management methods.
 - Beach Watchers (BW): Provided 54 Beach Watcher volunteers with shoreline and nearshore education.
 - Child Abuse Reporting: All Extension volunteers receive training on detecting and reporting suspected child abuse.

Information Services

Director: Larry Calter

The Department of Information Services (DIS) provides technology development and support services vital for the efficient operation of Snohomish County government.

Objectives:

- Support County employees and departments through delivery of efficient services and products
- Decrease long term IT costs through the use of technology
- Implement new technologies to increase productivity through technology
- Protect the citizen data and investment made in technology for Snohomish County citizens
- Support infrastructure and projects cost effectively through the complete life cycle
- Provide value to the business by standing up new or enhanced services that follow our processes
- Establish a process that collects input from departments and seeks out synergies

(continued)

Overview of Programs and Services

DIS delivers business services that empower, support and serve all County departments. The department provides support for the planning, design, implementation and operation of cost-effective information technologies and methodologies.

DIS is primarily an internal service organization with minimal direct contact with the public. Behind the scenes, DIS builds, supports and operates the County's technological backbone, without which critical public services could not be provided.

In addition, DIS oversees all computer imaging, telephones, copiers, printing and mail services for the County.

Achievements

Support County employees and departments through delivery of efficient services and products

- **Mail processing times exceeded the 2.5 hour services target and processed more than 1.4 million pieces of mail.** The department provides central services for efficient document copying and scanning; mail processing; and records management and box storage services to all County departments creating efficiencies of scale throughout County government.
- **Over 3.5 million hardcopy pages were reproduced, and over 6.5 million pages, and 60,000 maps and plans were scanned.** Scanning hardcopy documents makes the records more accessible while preserving the legacy of Snohomish County. More than 33,000 boxes of County records were securely stored; 5,065 customer requests were received and processed; 5,743 boxes of County records were securely shredded; and 191 boxes of permanent County records were safely transferred to the Washington State Archives.

Decrease long term IT costs through the use of technology

- **Replaced the existing SONET Ring Transport with dedicated fiber to save over \$200,000 annually.** Retired low bandwidth, High Cost SONET OC-12 Ring Transport to the Denny Juvenile Justice Center, and replaced with dedicated fiber thus multiplying network speeds by twenty times.

Information Services

- Provide and maintain cost-effective, consistent and responsive technology tools and business services
- Provide Business Applications that ensure County departments and agencies can operate efficiently and effectively, offer convenient, Web-based access to heavily used County services, and meet statutory and contractual obligations

- **Replaced physical servers with virtual servers to produce significant cost savings.** Engineered and placed into production Redundant Clustered Virtual Server Hosts displacing over 130 physical servers. This reduced system technology replacement costs by a total of \$465,000.
- **Completed T-1 to fiber migration project reducing network costs and increasing network efficiency by 600%.**

Implement new strategies to increase productivity through technology

- **Implemented New Service Management System (ITSM) to allow users self service and the ability to submit incidents and service assistance requests online.** Implemented New Service Management System (ITSM) to specifically manage the Service Desk with an ITIL (Information Technology Infrastructure Library). This system provides a way for users to obtain self-service assistance, submit incidents and service requests, and allows DIS to manage all requests and assure prompt fulfillment of requests.
- **Provided an efficient, low cost way to comprehensively monitor the status, performance, and troubleshoot our entire network.** Implemented a Network Management and Monitoring Infrastructure solution using a low cost, “open source” product. This system constantly monitors our entire network, and aids us in capacity planning and troubleshooting. This solution replaced an aging technology device that cost \$12,000 per year to maintain.
- **Provided an efficient low cost way to install and inventory software on all 3,200 County workstations.** Deployed an upgrade to Systems Management Server which reduces administration costs, and provides better accuracy with our workstation and software inventories. Once this system becomes more mature, it will nearly eliminate the need for manual inventories.

Protect the citizen data and investment made in technology for Snohomish County Citizens

- **Deployed over 630 PCs and laptops to replace aging PC technologies countywide.** Brought the County standard to 2.66 GHz processing speeds with 2 Gig of memory. This program reduces Service Desk incidents and enhances productivity for all Snohomish County employees as well as enables future technology deployments.
- **Reduced risk of data loss and provided rapid system restoration during a system outage.** Deployed a new technology from Microsoft called DPM (Disaster Protection Manager). This technology uses a snapshot taken daily to create a system-restore point to allow total system restoration to any virtual server in as little as 10 minutes. These snapshots are backed up to tape and sent offsite on a weekly basis.

Information Services

Cost-effectively support our projects and infrastructure for their complete lifecycle

- **Organized a Service Desk group with the Client Services Section to provide a single point of contact for all operational issues related to DIS.** Implemented a Service Desk system. The Service Desk responds to phone calls, e-mails, and via a Web presence.

Provide value to the business by implementing new or enhanced services that follow our processes

- **Establish a process that collects input from departments and seeks out synergies**
- **Established project Demand Management, Portfolio Management and a Project Management Methodology to improve processes and provide project completion predictability.** Established project Demand Management, Portfolio Management, and a Project Management Methodology. Developed and practiced new processes that track and manage requests for projects; a Project Portfolio system to select projects to work on, a Project Management Methodology to provide predictable project delivery; and a resource planning system to balance work among staff. This allows us to monitor and control the outcome of the project.

Provide and maintain cost-effective, consistent and responsive technological tools and business services

- **Advanced skill levels of department staff through training.** The department completed a total of 341 Element K training courses in a broad range of topics in an effort to maintain and increase expertise levels. The result is a more competent and experienced staff within DIS.

Provide business applications that ensure County departments and agencies can operate efficiently and effectively, offer convenient, Web-based access to heavily used County services, and meet statutory and contractual obligations

Law and Justice Systems

- **Implemented a tool for the Sheriff's Motorcycle Unit to provide a more efficient method to issue citations quickly while providing Wants-and-Warrants checks and registration scans.** DIS participated with Sheriff and District Court to acquire, develop, and implement a wireless handheld system for the issuance of misdemeanor and criminal citations by the Sheriff's Motorcycle Unit. The system provides immediate checks on Wants and Warrants, reduces entry error, and

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through scanning both the license and registration, significantly reduces time to complete a citation. This is the first such system in the state for motorcycle officers.

- **Modified and implemented King County Interpreter Web Application to allow interpreters to self-select court cases on which they will work, and provides a method for court personnel to pay interpreters.** Interpreters now can request and schedule appointments online – leading to better management of scheduling and other efficiencies that reduce costs.
- **Enhanced the existing PCCS system to comply with legal mandates.** Prosecutor PCCS – District Court Cases Upgrade. DIS modified the Prosecutor Case Control System to have the same enhanced case tracking capabilities for District Court cases as are currently present for felony cases. This significant development effort resulted in automation of manual processes for significant cost savings and legal mandates.
- **Developed a video conference system that enables municipal courts to carry out routine sessions to Snohomish County Corrections courtrooms.** A new replacement video arraignment system was implemented providing an audio and video link between Corrections' courtrooms and Superior Court, District Court, and eventually Municipal Court.

Administrative Systems

- **Increased productivity of new employees in the first weeks of employment by improving the on-boarding system.** DIS participated with Sheriff, Facilities and HR in recommending improvement processes for bringing on board new employees, which led to the HR On-Boarding Web site. Public Works Communications built the core site with DIS consulting and supporting video and audio functionality.
- **Reduced staff time required for processing payroll.** The Auditor, DIS, and Clerk all received new payroll time-entry systems to support faster and more efficient input of staff time and associated reporting. This was a joint effort between DIS and Finance.

Land Systems

- **Provided an automated system to file inventory listings of taxable personal property to reduce staff development and support needs.** Assessor Personal Property eFiling. DIS and the Assessor's Office acquired and implemented a Web-based system, which enables County businesses and their agents to file inventory listings of their taxable personal property via the Web instead of the prior paper process.

Information Services

- **Updated PDS Online Basic Permit Application with 2009 Fee Structure.** The Online Basics Application was created cooperatively by PDS and Information Services. This Web application site allows builders to submit a new basic plan to PDS, and use that or other plans to apply for a Residential Building Permit.
- **Meet federal mandate by upgrading the existing Outfall Monitoring database, as well as provide additional tables, fields, queries, forms and reports to the Web interface in order to meet the reporting requirements of the new NPDES permit.** PW Outfall Monitoring Phase 2. DIS together with Public Works Surface Water Management established an intranet and database application used to monitor National Pollutant Discharge Elimination locations throughout Snohomish County. This application satisfies one of the key federally mandated NPDES permit requirements Public Works (PW) has to comply with.
- **Developed a system to record water-quality data to become compliant with Washington Department of Ecology and FEMA requirements.** NPDES Storm Water-Quality Monitoring Database. Information Services worked with Public Works and King County to create an application for recording National Pollutant Discharge Elimination locations in Snohomish County. The water-quality data collected and recorded provides the information necessary for Snohomish County to meet the NPDES requirements mandated by FEMA and Washington Department of Ecology NPDES.
- **Supported ongoing efforts to improve the positional accuracy of the surface-water features located in Snohomish County. Hydrography.** In 2009, Information Services realigned 188 miles of stream and 86 acres of water bodies to match their correct location as seen on either Orthophotography or LiDAR surface topography data.

Medical Examiner

Chief Medical Examiner: Norman Thiersch, M.D.

The mission of the Snohomish County Medical Examiner's Office (MEO) is to provide the citizens of Snohomish County with a modern Medicolegal Death Investigation System and to assure them that their interests and those of their loved ones are safeguarded during their time of loss.

Objectives:

- Maintain a stable and reliable death investigation system
- Ensure that the MEO is prepared and able to rapidly and effectively respond to a mass fatality incident due to natural or manmade causes

Overview of Programs and Services

The primary purpose of the Snohomish County Medical Examiner's Office is to determine the cause and manner of deaths, which are of concern to the public's health, safety and welfare. The Medical Examiner is a physician and forensic pathologist authorized by state statute to investigate sudden, unexpected, violent, suspicious or unnatural deaths of persons who die within the geographical boundaries of Snohomish County.

Achievements

Maintain a stable and reliable death investigation system

- **Timely Medicolegal scene response.** The MEO provided 24/7 death investigation service every day of the year including holidays. The department's performance goal is to reach an investigation scene within one hour of the request, 75 percent of the time. In 2009, 80 percent of scene arrivals were within an hour. This performance measurement takes into account the geographical service area in which the office must respond. In some cases, Medical Investigators may travel more than 50 miles to reach the scene of a death investigation, significantly increasing the amount of travel time.
- **Judicious completion of examination reports.** In 2009, the department exceeded the 2008 performance goal of 75 percent of examination report completions within 90 days.

Ensure that the MEO is prepared and able to rapidly and effectively respond to a mass-fatality incident due to natural or manmade causes

- **Coordinated a Family Assistance Center workshop.** The MEO hosted a 2009 multicounty, multidiscipline workshop on Family Assistance Planning for Mass Casualty Incident (MCI)/Mass Fatality Incident (MFI) events. Family Assistance Centers are a critical component of regional response to MCI/MFI events by providing support for the loved ones of casualties and assisting responders in identifying patients and victims during a mass casualty or mass fatality incident.
- **Participated in the Paine Field emergency response exercise.** The MEO participated in the annual Paine Field Emergency Plan exercise. These table top exercises and drills provide an opportunity for multiple agencies to test their plans and assumptions in a coordinated response to a mass casualty incident.

Medical Examiner

Other Achievements

- **Cross-trained personnel.** The MEO expanded the cross-training program that was developed and piloted in 2008. All but one employee in Investigations and Pathology are cross-trained for improved job knowledge and work assignment as needed for workflow, safety and emergency preparedness.

Parks & Recreation

Director: Tom Teigen

The mission of the Snohomish County Parks and Recreation Department (Parks) is to provide safe, enjoyable, attractive parks with diverse programs and responsive services, which enhance our quality of life and preserve the natural and recreational resources of Snohomish County.

Objectives:

In addition to operating and maintaining parks at their current level, the department's objectives are to:

- Invest in meaningful capital improvements through the acquisition and development of park and fairground facilities
- Create a sustainable parks and recreation system, which provides an enjoyable family experience
- Build community equity through partnerships and public engagement

Overview of Programs and Services

The Parks Department creates, maintains and improves Snohomish County parks.

Snohomish County boasts one of the largest and most diverse park systems in the state. Parks manages more than 100 community and regional park properties consisting of more than 10,000 acres, 34 miles of regional trails and 47 miles of fresh and saltwater shoreline.

In addition, the department manages the Evergreen State Fairgrounds, which hosts more than 1,000 events and nearly 1 million visitors per year.

Achievements

Invest in meaningful capital improvements through the acquisition and development of park and fairground facilities

- **Successfully opened to the public more than 750 new acres of park property.** In 2009, Parks was extraordinarily successful in its efforts to increase public access to park property and activities throughout Snohomish County. Major successes include the opening of the Paradise Valley Conservation Area, Cavalero and Willis Tucker off-leash dog areas, Paine Field Community Park, Fairfield Community Park and the Lord Hill equestrian entrance and parking lot.
- **Completed future parks projects ahead of schedule through the ECIDI program.** As a result of the Executive led program—ECIDI—amenities were constructed at existing parks facilities in 2009 years ahead of schedule. These improvements included the construction of a yurt village at River Meadows Community Park and athletic field upgrades at Forsgren and Esperance Community Parks.
- **Assumed maintenance and operation functions of Wenberg State Park, final transfer to County ownership pending.** In July 2009, Snohomish County assumed maintenance and operations duties of Wenberg State Park, with permanent ownership transfer to the County expected in the near future. As a result of decreased revenues at the state level, several parks and recreation areas are closing to the public. Snohomish County is pleased to have reached an agreement for County ownership of this popular destination at no additional costs to our taxpayers.

Parks & Recreation

- **Acquired property (Hole-in-the-Sky) that is expected to be utilized for weddings, group activities and outdoor functions.** In 2009, Parks acquired Hole-in-the-Sky, a parcel of property off Hwy. 9, with mitigation funds received from the King County/METRO Brightwater project. At this time Parks intends to utilize the property as a public venue for weddings, group activities and outdoor functions.
- **Completed maintenance improvements at the Evergreen State Fairgrounds.** In 2009, Parks made several maintenance improvements at the Evergreen State Fairgrounds including roof replacement on two barns, the judging arena and pavement overlays of multiple parking areas. These interim improvements will improve the user experience at the Fairgrounds.

Create a sustainable parks and recreation system which provides an enjoyable family experience

- **Achieved highest parks facility visitor counts in County history.** In 2009 more than 3.5 million individuals visited County parks facilities. These high numbers are indicative of the high value Snohomish County residents place on outdoor recreation and the quality of services and facilities the Parks and Recreation Department provides.
- **Completion creation of a department-wide marketing plan for the long-term success and viability of current and future Parks programs and facilities.** In 2009, the department created a department-wide marketing plan designed to expand the community base of support and ensure the long-term sustainability of the departments programs and facilities. In addition, the department completed a Fairgrounds Redevelopment Initiative, which was presented to the County Council in August. The initiative provides possibilities for new management opportunities, reinvestment and adaptive use of the Fairgrounds facility with the emphasis on capital projects and facility upgrades to meet the new economy demands for the facility.

Building community equity through partnerships and public engagement

- **In 2009, Parks and Recreation continued its successful efforts to build community equity through partnerships and public engagement through partnerships with public, non-profit and provider agencies.** These partnerships help support Fairgrounds and Park maintenance and reduce dependency on County revenue for venues and community events. Examples of 2009 partnerships include:
 - Department of Natural Resources, in partnership with the Department of Corrections, was contracted to work on park trails at Paradise Valley Conservation area at a cost of \$560 per day for 100 man hours, a savings of \$1,240 per day to Snohomish County.

Parks & Recreation

- City of Darrington provided maintenance and operations for Whitehorse Community Park for a savings in excess of \$30,000.
- In 2009, the Parks Department entered into a maintenance agreement with Sky River Soccer to maintain nine grass soccer fields at Fairfield Community Park.
- The Parks Department worked closely with the Evergreen Bicycle Alliance and the Department of Corrections to improve and open 14 miles of trails at Paradise Valley Conservation Area.
- Entered into a new maintenance agreement with Mukilteo Little League for Paine Field Community Park, saving the Parks Department thousands of dollars in maintenance costs.
- Boy Scout Cleanup Day: 534 Boy Scouts and Cub Scouts provided needed work during an all day work party on the Centennial Trail with over 2,136 man hours provided with a labor value to the Parks Department of over \$38,000. They increased their donation of time and labor by 30 percent over 2008.
- More than 200 track athletes from Snohomish High School joined the Friends of Lord Hill on three work parties, providing more than 700 man hours of work on Lord Hill Park trails with a labor value of over \$12,960.
- Eagle Scout projects at several parks saved the County more than \$15,000 in labor and materials and increased the safety and amenities of each park.
- Friends of Lord Hill Park logged 1,200 work hours to clear trails after storm damage and an additional 900 hours on patrol. Everett Mountaineers and Friends of Lord Hill joined forces to sponsor two trail building work parties. The savings to the County from these efforts total over \$37,000 in labor and materials.
- Adopt-A-Stream Foundation. The Foundation in partnership with the Parks Department schedules and provides nature-based programs such as Bat Night, Wetland Critters, Native Plant Walk, Junior Streamkeepers, etc. In addition, the Foundation created a 125-foot stream channel behind the Lago de Plata Villa Mobile Home Park, eliminating a barrier to fish migration and increasing the stream's capacity to hold stormwaters which reduces flooding and erosion downstream in McCollum Park. Adopt-A-Stream's obtained a \$43,000 grant to accomplish this project, at no cost to Snohomish County.
- More than 10,000 volunteer hours performed at the Evergreen State Fairgrounds. 4-H and FFA, Servfest-'08 and '09, and many other community and nonprofit organizations completed projects and enhanced recreational opportunities and events at the Evergreen State Fairgrounds.

Parks & Recreation

- Sundquist Homes sponsored the Summer Movie Series - For the third year in a row, Sundquist Homes and six other sponsors fully funded the Movie Series at Willis Tucker Park , providing Snohomish County families with a free, outdoor movie experience.
- The Goddard School, Silver Firs Home Owners Association, and Last Leaf Shakespeare Productions sponsored the Summer Music Series at Willis Tucker Park, six free family-oriented music series.
- **2009 Groundbreaking or Grand Opening events:**
 - February: Groundbreaking at Martha Lake Airport Park. Improvements will include two (2) grass soccer fields, one baseball field, restroom, picnic shelter, paved parking, and the Department's first skateboard park.
 - March: Dedicated River Meadows Yurt Village
 - April: Opened Paradise Valley Conservation Area to the general public. 14 miles of new trails, paved parking lot, etc. etc.
 - April: Dedicated the first 1% for Arts structure at Paine Field Community Park Titled "Landing Zone." Improvements included new playground, restroom picnic shelter, paved parking lot, and graded grass area that can be used for soccer.
 - August: Dedicated Fairfield Community Park. Nine soccer fields are included in this facility.
 - August: Dedicated the Lord Hill Park equestrian parking area and entrance.
 - October: Groundbreaking for eight-mile stretch of Centennial Trail from Arlington north to the Skagit County line.
 - October: Dedicated Cavalero Park Off-Leash Dog Area and parking lot

Other Achievements

- **Washington Recreation & Parks Association 2009 Citation of Merit Awards:**
 - Evergreen State Fair LID Project
 - Willis Tucker Community Park design and development
 - Single Brochure design
- **Washington Recreation & Parks Association 2009 Distinguished Service Award:**
 - Bill Karras, Programs Manager (retired)

Parks & Recreation

- **KING TV Most Favorite Place to Visit in 2009, 4th Place: Spray pad at Willis Tucker Park 4th place**
- **Washington State Board of Registration for Landscape Architects Landscape Architects Award to James Yap, Principal Planner**
- **2009 Washington State Fairs Association Photo Contest Place-ments to Bob Kash, fair photographer (Animals–1st Place; Senior Citizens–2nd Place; Entertainment–1st Place; General Interest–1st Place)**
- **Washington State Fair Commissioners 2009 Black and White Award for outstanding exhibits and display in the Public Dem-onstrations and 4-H Plants and Soil Science Departments at the Evergreen State Fair.**
- **Staff Involvement in Professional Organizations**
 - Mark Campbell, Fair Manager, named to 2010 Washington Fairs Association Board of Directors
 - Maintenance Supervisor Bob Leonard Chair-Elect of the WRPA Park Resources Section
 - Ranger Supervisor Rich Patton member of the Skagit Valley College Parks Law Enforcement Academy Advisory Committee

Planning & Development Services

Interim Director: Larry Adamson

The Department of Planning and Development Services (PDS) supports, facilitates and manages growth as contained in the County Comprehensive Plan.

Objectives:

- Improve customer service through enhanced permitting intake and processing
- Promote growth and economic development consistent with the Snohomish County Comprehensive Plan and other Long Range Planning programs and ensure implementing programs and regulations carry out the vision of the comprehensive plan
- Increase process efficiencies and enhance customer service through technology
- Provide regional services to the Cities and other government services

Overview of Programs and Services

PDS provides customer support for development related questions, reviews land-use and development applications, provides inspection services, assists with the development of County code and enforcement. In addition, PDS oversees the County Fire Marshal and Long-Range Planning divisions.

Achievements

Improve customer service through enhanced permitting intake and processing

- **Implemented virtual site review for residential projects.** In an effort to reduce the time customers wait for critical areas, shoreline and environmental review PDS implemented a virtual site review system. Using aerial photos, Geographic Information Systems (GIS) and satellite technology (LIDAR), PDS staff make preliminary determinations and permitting decisions, reducing the time and expense of driving to each construction site prior to permit issuance.
- **Initiated an appointment system for new application submittals, eliminating the need to wait in line.** To reduce the time spent waiting in line for assistance, PDS in 2009 implemented an appointment scheduling system to assure intake staff is available to accept complete submittals. For customers submitting simple trade permit applications, a drop-off system was implemented.

Promote growth and economic development consistent with the Snohomish County Comprehensive Plan and other Long Range Planning programs and ensure implementing programs and regulations carry out the vision of the comprehensive plan

- **Successfully negotiated four interlocal agreements with cities relating to pending annexations.** In addition, PDS Reviewed and drafted recommendations on 20 proposed municipal and utility annexations. Of these, applications for five large municipal annexations, were reviewed in 2009, proposed annexing a total population of 88,000 and 15,000 acres of land under county jurisdiction.
- **Establish new chapter of county code, allowing the designation of Transfer of Development Rights through County Council motion.** In consultation with stakeholders, established a new chapter in county code allowing the designation of Transfer of Development Rights (TDR) sending areas by County Council motion, thereby providing for greater

Planning & Dev. Services

flexibility in conserving important natural resource and open space lands through private sector transfers. PDS completed the Purchase of Development Rights (PDR) and Transfer of Development Rights (TDR) on approximately 115 acres of farm and forest lands, thus protecting these areas in perpetuity from development

- **Held a series of public outreach meetings to discuss the future of rural lands in Snohomish County.** Completed a series of eight outreach meetings on the future of rural lands, resulting in six guiding themes for future planning: rural development standards, rural land uses, low impact on roads, infrastructure and services, preservation of natural environment, native vegetation and wildlife habitat, rural community values and lifestyles, and preservation of agriculture. Provided a regular (monthly) forum (Agricultural Advisory Board) for the farm community to help guide the county's agricultural planning and enhancement efforts
- **Continued process of updating County Unified Development Code.** Since PDS began updating the Unified Development Code in April 2007, several projects have been completed, including updates to the code enforcement procedures, rural cluster subdivision regulations and urban residential design standards. In addition, several major projects continue to progress towards adoption: NPDES, Shoreline Management Program and a new Urban Center Code. These projects will likely be acted on by the County Council in 2010.

Increase process efficiencies and enhance customer service through technology

- **Implemented an award winning mobile-inspection program.** Using wireless devices in the field, all PDS inspectors can be remotely dispatched from home or the office. Customers can schedule inspections using either an Interactive Voice Response (IVR) system by telephone or an online scheduling application hosted at Mybuildingpermit.com. Inspection results and decisions are updated in live time and are available to department staff and customers immediately.
- **Created an Annexation Reference Site. Developed SharePoint system for review of major proposed annexations in the county, offering our city partners the opportunity to request access to reference information on annexations on the SharePoint system.** This use of technology provided an opportunity to share information on annexation activity with our partner agencies. Additionally, PDS used the SharePoint features to facilitate agency review of proposed annexations.

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- **Annexation Tracking.** New applications were developed in the “AMANDA” permit tracking system to track parcels subject to pending annexations, effective annexations and legislative action to amend the county comprehensive plan with revised land-use designations and rezones.

Provide regional services to the cities and other government services

- **Established Interlocal Agreements (ILA) for Fire Investigation Services with three Snohomish County cities.** The Snohomish County Fire Marshal’s Office has specific expertise in fire investigations, inspections and plan review that is often requested by other agencies. Interlocal Agreements (ILA’s) have been in place for years and were developed pursuant to chapter 39.34 RCW, the Interlocal Cooperation Act. In 2009 the Snohomish County Fire Marshal’s Office established ILA’s for fire investigation services with the cities of Bothell, Mukilteo and Stanwood.
- **Received grant to acquire and train an accelerant-detection canine.** In December 2008, the Snohomish County Fire Marshal’s Office (FMO) was awarded a grant from State Farm for an accelerant-detection canine. In April 2009, Deputy Fire Marshal Mike Makela was paired with Topper and returned from training and certification in May 2009. Topper has been to numerous school events to teach arson awareness and has taken an active role in more than a dozen arson investigation in 2009.

Other Achievements

- **Affordable Housing. Collaborating with the cities of Snohomish County Tomorrow (SCT) and other affordable-housing stakeholders, PDS led an investigation that identified the requirements to launch a successful program between the county and cities.** The “Feasibility Study of Inter-jurisdictional Affordable Housing Programs” incorporated numerous interviews with local officials and stakeholders, and research of best practices from around the country, to develop a recommended “agenda” of issues and alternatives, should cities and the county decide to collaborate in the interest of promoting affordable-housing opportunities. The study was funded through a grant by the state of Washington to the city of Lake Stevens in the name of SCT. PDS managed the project.

Public Works

Director: Steve Thomsen, P.E.

The mission of Public Works is to provide responsive, cost-effective and quality public works services for present and future generations in the areas of roads, solid waste, fleet management and surface water management.

Objectives:

Department-Wide & Administration

- Provide sustainable infrastructure and services to support planned growth and safe communities, while preserving the natural environment and quality of life
- Provide responsive, cost-effective services to support our customers, divisions within Public Works and other county departments

Overview of Programs and Services

The largest department in Snohomish County government, Public Works has more than 650 employees. Most work is performed in unincorporated areas, but some projects are done cooperatively with cities and other agencies. The department is divided into seven divisions: Engineering Services, Transportation & Environmental Services, Road Maintenance, Surface Water Management, Solid Waste, Fleet Management and Administrative Operations.

Public Works is responsible for the development and maintenance of the transportation system, the control and management of surface water quantity and quality and the disposal of solid waste generated within Snohomish County.

This report is broken down into four sections which reflect activities for each Public Works division.

Department-Wide & Administration

- Fleet Management
- Administrative Operations

Surface Water Management

- Surface Water Management

Transportation

- Engineering Services
- Transportation & Environmental Services
- Road Maintenance

Solid Waste

- Solid Waste

Department-Wide & Administration Achievements

Provide sustainable infrastructure and services to support planned growth and safe communities, while preserving the natural environment and quality of life

- Maintained 1,675 miles of road including successful snow and ice control.
- Improved 105.8 miles of roads, including \$42 million of new capital improvements.
- Monitored and maintained an inventory of 200 bridges.
- Congestion management/transportation demand management on key arterials.
- Conducted 587 traffic investigations.
- 21 public out-reach meetings were conducted.

Public Works

- Implemented new NPDES (National Pollutant Discharge Elimination System) permit requiring increased O&M of existing stormwater system consisting of an estimated 35,000 catch basins and 600 detention ponds.
- Created an NPDES business inspection program and provided technical assistance to 908 businesses in 2009.
- Disposed of 420,000 tons of solid waste.
- Provided solid waste services to 28 cities and towns within Snohomish county.
- Collected 14,500 tons of recyclable materials and 1,180 tons of household hazardous waste.
- Maintained 700 vehicles/equipment for 14 intergovernmental partners.
- Continued to pursue “Green Fleet” initiatives.
- Successfully used biodiesel and other alternative fuels in County fleet vehicles.
- Assisted with negotiating agreements for annexation of five major cities in Snohomish County.
- Maintained 50 interlocal agreements for service provision to various agencies within Snohomish County.

Provide responsive, cost-effective services to support our customers, divisions within Public Works and other county departments

- **Provided broad citizen outreach services.** Public Works’ communications group effectively implemented outreach strategies, tools and direct communications with citizens and stakeholders on a wide variety of projects and programs including Road Fund ACP Projects, UDC Update Project, Economic Recovery initiatives, Commute Trip Reduction, Electronics Recycling, Pharmaceutical Take Back Program, NPDES Permit implementation and Salmon Recovery programs.
- **Provided timely advance notice and response to citizens’ concerns.** Communications staff undertook a number of activities to improve citizens’ advance awareness of road closures or other project activities that might significantly disrupt their normal travel patterns, as well as to generally increase their knowledge and appreciation of Public Works construction practices and procedures.
- **Continuation of PDS loaner program.** PW continued with the PDS loaner program, filling vacancies with qualified staff from PDS whose positions were eliminated due to decreased revenues. At its peak there were 39 loaners throughout PW working in most all

Public Works

divisions assisting with environmental, program planning, traffic operations, design, construction and administration.

- **Continued development of a viable end-use market for County grown sustainable fuel seed crops.** Expanded the use of biodiesel blends using 252,313 gallons in 2009 and thus reducing 888,142 lbs. of CO₂ from the environment @ 3.52 lbs. per gallon.
- **Awarded two nationally competitive grants to support increased use of alternative fuels.** The County successfully applied and received two nationally competitive grants to add two biodiesel tanks and one E-85 fuel tank to support increased use of alternative fuels.
- **Awarded grant funding to install five solar powered plug-in stations for electric vehicles.** Public Works was awarded two grants to install five solar arrays to provide plug-in smart infrastructure for both County owned and private vehicles. Four arrays are located at County facilities, while one is located at a Community Transit Park & Ride location. In total, 68 electrical charging stations are making it easier and more convenient for individuals to reduce their reliance on petroleum fuel products.
- **NPDES Complaint Drainage Inspection and Maintenance Program.** The Road Maintenance Division implemented this new system and inspected, cleaned and recorded information on 30,000 catch basins in the right of way.

Other Achievements

- **Government Green Fleet Award.** Awarded by 100 Best Fleets, the award is open to Federal, State and local government fleets, and was won for adopting green-fleet management practices.
- **Environmental Leaders Award.** Awarded by Government Fleet Magazine, Snohomish County was one of 20 national fleets recognized for national environmental leadership.
- **NAFA Green Fleet Award.** Awarded by the National Association of Fleet Administrators, Inc. Snohomish County was one of four national fleets awarded this honor.
- **100 Best Fleets In North America.** Awarded by 100 Best Fleets, the program recognizes and rewards peak performing fleet operations in North America.
- **3-Star Certification.** Awarded by the Evergreen Fleets Initiative, Puget Sound Clean Cities, and the certification is for achieving stringent standards of environmental excellence in fleet management practices.

Public Works

Objectives:

Transportation

- Manage and maintain roadways, traffic signs and signals to provide safe and usable roads
- Integrate sustainable and innovative practices into daily transportation operations.
- Improve arterial service levels; develop Intelligent Transportation System Master Plan
- Deliver projects on time and on budget, while leveraging outside funding sources to ensure long-term provision of transportation infrastructure and services

Transportation Achievements

Snohomish County Public Works maintains the County's 200 bridges and 1,675 miles of unincorporated streets and roads. If laid end-to-end, Snohomish County roads would reach from Everett to Green Bay, Wis.

Manage and maintain roadways, traffic signs and signals to provide safe and usable roads

- **Managed improvements to traffic-signal systems: Worked with Black Rock Cable and DIS to connect traffic signals on the 132nd Street SE/Cathcart Way to the Traffic Management Center and provided connection of the Cathcart Maintenance facility to the County Campus via fiber optics.** Upgraded the traffic signal field and central software.
- **Successfully responded to record flooding.** In January 2009, Public Works responded to a record-breaking flood event. Road Maintenance crews battled flood waters, closed flooded roads, and delivered more than 14,000 sand bags to emergency services. When the waters receded, crews removed mud and debris from roads and drainage systems and quickly restored previously closed roads to traffic.
- **Conducted traffic data collection and analysis.** This effort included 1,308 24- hour machine traffic counts and speed studies; 242 peak hour manual intersection counts; 63 travel time & travel reconnaissance studies; and 24 inadequate road conditions analyses.
- **Managed Pavement Preservation.** Conducted roadway survey to rate county arterials and update the county's Pavement Management System to determine priorities for pavement preservation activities.

Integrate sustainable and innovative practices into daily transportation operations

- **Implementation of TDM strategies.** Continued implementation of TDM strategies on the 164th St. corridor and expanded the TDM program to the 20th St. SE & 128th St. SE corridors.
- **Wildlife Crossings.** Constructed wildlife crossings as part of the Granite Falls Alternate Route Project and 51st Ave. NE & 122nd St. NE intersection project. This project will result in fewer auto-vs.-animal collisions and safer overall driving conditions.

Improve arterial service levels, through intelligent transportation systems, long-range transportation planning and regional coordination

- **Conducted Long Range Transportation Planning Activities.** Public Works worked with the City of Arlington to complete the Arlington Circulation Study; coordinated amendment and updates of the Transportation Countywide Planning Policies through the Planning Advisory

Public Works

Committee; initiated technical work for the Comprehensive Plan Seven-year Compliance Review.

- **Actively participated in regional transportation coordination efforts.** Staff served on numerous PSRC Committees in support of ongoing regional activities, including Transportation 2040, Regional Traffic Operations Committee, Regional Intelligent Transportation Systems Implementation Plan, Regional Concept of Traffic Operations, Regional Project Evaluation Committee and Regional Staff Committee. We provided ongoing coordination with WSDOT on regional issues including U.S. 2, S.R. 9 and S.R. 522. Staffing was provided Snohomish County Tomorrow Infrastructure Coordinating Committee (ICC), which includes public works and engineer representatives from cities, state, transit agencies and tribes working on issues related to normal federal funding and those funds made available through the stimulus program.

Deliver projects on time and on budget, while leveraging outside funding sources to ensure long-term provision of transportation infrastructure and services

- **Completed eight CIDI projects.**
 - Sauk River Bridge #414 Construction project;
 - East Shore Drive (164th St. – Cascadian Way & 2nd Ave. W Martha Lake Air Park);
 - 110th St. SE (921st Dr. SE – 25th Ave. SE);
 - Beverly Park Rd. (148th St. SW – Picnic Pt. Rd.)
 - 4th Ave. W/108th St. SW intersection improvement
 - 128th St. SW vicinity sidewalk gaps – phase 2
 - U.S. 2 Safety coalition matching funds
 - 51st Ave. NE @ 122nd Pl. NE
- **Granite Falls Alternative Route.** Successfully advertised, awarded and commenced the construction of the alternate route.
- **Completed \$42 million in Annual Construction Program projects.**
- **Technical support of ACP/TIP. Provided environmental review, permitting and cultural resources analysis for projects.** Provided traffic analysis and forecasts in support of the ACP/TIP.
- **Pursued transportation grant opportunities.** Administered through ICC the countywide call for projects to award ARRA funds (federal stimulus funding). Obtained ARRA funding for the 84th St. NE overlay contract. Pursued grant opportunities through PSRC, ARRA, Tiger Grants and other sources. Completed the close-out paperwork for 49 prior year flood projects.

Public Works

Objectives:

Surface Water Management

- Provide surface water systems and programs that assist communities in working together to support and improve aquatic habitat and water quality
- Provide systems and services that anticipate and monitor natural hazards
- Provide a well-maintained surface water network that supports future growth and assist citizens with drainage concerns

Surface Water Management Achievements

Public Works division of Surface Water Management (SWM) maintains water-quality programs and protects fish and wildlife habitat. In addition, SWM designs and oversees construction of drainage projects, responds to public drainage complaints and works with the public to inform and educate about protection, restoration and care of our watersheds.

Provide surface water systems and programs that assist communities in working together to support and improve aquatic habitat and water quality

- **Stillaguamish Big Trees Project (SBTP) entered its 3rd year.** Currently 14 properties are in various stages of site preparation and planting, potentially totaling nearly 85 acres and 8 river miles. As of 2009, a total of 2,647 conifer trees have been planted over 15 acres with over 13 acres of invasive species treated in the process. More than 14,000 field and nursery grown conifer trees were maintained by the SWM Native Plant Program & contract growers.
- **Worked with DIS to create and implement NPDES Tracking Applications.** GIS staff worked in conjunction with the Department of Information Services and Road Maintenance staff to create and implement a GIS/GPS application to record inspections and maintenance information on more than 35,000 catch basins. This application assists in fulfilling our NPDES requirements.

Provide systems and services that anticipate and monitor natural hazards

- **Sauk River Erosion Management Plan completed.** Working with stakeholders including landowners, government agencies and tribal governments, Public Works completed the Sauk River Erosion Management Plan. Formal adoption of the plan is expected during the year 2010. Completed final plan with multi-stakeholder involvement, including landowners, agencies and tribes.
- **Completed review of the Community Rating System (CRS).** Community Rating System. Completed review, on track for re-verification in early 2010. Public Works is expecting an improved rating from the federal government, which could result in a reduction in federal flood insurance of up to 30% for Snohomish County citizens.
- **Actively participated in successful negotiation for Jackson Dam relicensing.** Participated in settlement negotiations for the relicensing of the Jackson Hydropower Project dam on the Sultan River, resulting in a

Public Works

Snotel gauging site in the Sultan River basin that will provide real-time data on snowpack, precipitation and temperature for better information for flood forecasting and modeling.

- **All Hazards Plan.** Began work with Department of Emergency Management (DEM) on preparing the update to the County's Natural Hazards Management Plan.
- **Provided design support to 11 landowners through the County's Cooperative Bank Stabilization Program.**
- **Provide design support to address river erosion threat to County roads.** Provided design support to address river erosion threats to county roads at 15 sites, including a major rebuild of the Index-Galena Road.

Provide a well-maintained surface water network that supports future growth, and assist citizens with drainage concerns

- **Drainage & Water Quality Infrastructure—Capital Design & Construction.** SWM completed:
 - 10 CIDI funded drainage improvement projects
 - 8 neighborhood improvements in the Eastmont area
 - 1 detention pond retrofit
 - 1 large conveyance improvement
 - 6 REET funded neighborhood scale drainage improvement projects
 - 6 Road Fund funded neighborhood scale drainage improvement projects
 - 4 large capital (UGA surcharge and REET funded) drainage improvement projects
 - 10 project designs for programming into future construction years
- **Drainage Facility Maintenance & MDP programs.** Expanded drainage facility maintenance program, which satisfied NPDES requirements for inspection and maintenance of drainage facilities.
- **Completed more than 300 drainage investigations.** In 2009, the department completed more than 300 drainage investigations.
- **Adopted revised County Drainage Manual as required to maintain the NPDES municipal stormwater permit.**

Public Works

Objectives:

Solid Waste

- Provide comprehensive, safe, cost-effective solid (and hazardous) waste management programs to ensure customer satisfaction and community health
- Identify and remediate other environmental challenges that present opportunities resulting from solid-waste and moderate risk-waste activities.
- Maintain and upgrade solid-waste facilities to ensure the safe and efficient management of solid waste
- Explore partnerships with outside groups to develop and promote alternative technologies and systems to help manage and reduce solid waste

Solid Waste Achievements

The division of Solid Waste ensures that garbage is disposed of safely and in an environmentally friendly way. In concert with private companies, Solid Waste handles garbage, recycling and hazardous waste programs within Snohomish County. The division operates and maintains five transfer stations and five drop boxes throughout the County.

Provide comprehensive, safe, cost-effective solid (and hazardous) waste management programs to ensure customer satisfaction and community health

- **Continued Burning Alternative Pilot Program.** The burning alternative pilot project completed its second year in operation. The program offered residents in the Sultan and Darrington areas an alternative to burning wood debris by making a debris collection site available and providing vouchers for disposal of up to 5 cubic yards of wood debris. Materials were processed by Bailey's Compost, Inc., and FA Koenig and Sons Inc., and subsequently turned into compost or fuel. The program has been successfully transferred to the City of Darrington and a local nursery for residents in the Sultan and Monroe area for continuation in 2010.
- **Diversion of Recyclable Commodities and Electronics.** The Solid Waste Division diverted more than 15,000 tons of recyclable commodities and electronics from the landfill. The efforts were beneficial to the environment and they also provided savings to County residents by avoiding disposal costs. Additionally, the collection of electronic waste has been successfully transitioned to the private sector as a sustainable program through the Department of Ecology's E-Cycle Washington.

Identify and remediate other environmental challenges that present opportunities resulting from solid-waste and moderate risk-waste activities

- **National Pollution Discharge Elimination System (NPDES) storm-water compliance.** The Solid Waste Division has met the requirements associated with new NPDES requirements for its facilities. This includes the completion of the Storm Water Pollution Prevention (SWPP) plan for the Cathcart facility in addition to mapping all solid waste facility storm drain systems operated in compliance with NPDES permits.

Maintain and upgrade solid-waste facilities to ensure the safe and efficient management of solid waste

- **Airport Road Recycling and Transfer Station (ARTS) Floor Upgrade.** Since opening of the station, areas of the tipping floor have been scoured down one to three inches through normal operations.

Public Works

This project provided for an emery concrete floor topping of 5,600 square feet for Snohomish County Airport Road Transfer Station and is anticipated to provide an operational surface for approximately the next six to 10 years.

- **Cathcart Temporary Transfer Station.** The Solid Waste Division re-opened the Temporary Recycling and Transfer Stations (TRTS) located at the Cathcart Way site. The station will provide disposal services primarily to commercial customers while the other facilities are closed for repair or on a temporary basis.
- **Moderate Risk Waste (MRW) Facility Upgrades.** The Division completed improvements to the mechanical and operational flow of the chemical bulking room to provide a safer environment for employees. Improvements included fume capture and ventilation in the flammable bulking room and an enclosed transition room between the break room and the work floor.

Explore partnerships with outside groups to develop and promote alternative technologies and systems to help manage and reduce solid waste.

- **Completed first substantial drying and crushing process for biofuel production.** In 2009, the Solid Waste divisions successfully conducted its first substantial canola drying and crushing process at the Cathcart facility, with more than 300 tons of seed dried and more than 30 tons of seed crushed. The Solid Waste Division continues its support of the biodiesel partnership with regional businesses and Snohomish County Farmers. In the past year, facility upgrades were completed including adding an additional grain elevator and installing an oil seed crusher system.
- **Significant reduction in vehicles miles traveled by commercial recyclers.** Since November 2009, Waste Management Northwest has brought local curbside recyclables to the North County Recycling and Transfer Station to be compacted and reloaded into a large capacity transport trailer. These transport trailers are then hauled to the Cascade Recycling Center in Woodinville. The recyclables from five to six route trucks individually making roundtrips from North County to Woodinville are all hauled in one transport trailer, eliminating the need for the route trucks to all make the roundtrip. Five out of six recycle truck trips are eliminated, reducing carbon emissions and truck traffic volumes.